

# 2018

ANNUAL POLICING PLAN



EDMONTON  
**POLICE**  
SERVICE



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# Performance Measures

## Reduced Crime & Victimization

### CRIME IN EDMONTON

1. **Crime Severity Index** – Edmonton’s Crime Severity Index value. This Statistics Canada-based measure factors for the amount of reported crime occurring, its relative severity, and population. **Target:** monitoring only for public safety indicators.
2. **Violent Crime Rate** – the number of EPS-reported violent crime victimizations per 1,000 population. Violent Crime is based on all UCR 1000-series “Crimes Against the Person” criminal codes. **Target:** monitoring only for public safety indicators.
3. **Property Crime Rate** – the number of EPS-reported property crime incidents per 1,000 population. Property crime is based on all UCR 2000-series “Crimes Against Property” criminal codes. **Target:** monitoring only for public safety indicators.
4. **Social Disorder** – the number of occurrences resulting from 17 disorder-based CAD events, such as mischief, public disturbances, noise complaints, and mental health act complaints. **Target:** monitoring only for public safety indicators.
5. **Firearms Seized** – the number of firearms seized by EPS. Firearms are defined as handguns, fully automatic guns, rifle or shotguns, sawed-off rifle or shotguns, or “other” firearms. **Target:** monitoring only.

### TRAFFIC SAFETY

6. **Major Injury Collisions** – the number of major injuries resulting from vehicle collisions. Major injuries are those that require hospitalization, but are not fatal. **Target:** monitoring only for public safety indicators.
7. **Traffic Fatalities** – the number of fatalities occurring as a result of vehicle collisions **Target:** monitoring only for public safety indicators.

## Investigative Excellence

8. **Weighted Clearance Rate** – the percentage of EPS-reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused is identified and sufficient evidence exists to lay a charge. Cleared incidents can be cleared by charge or cleared by ‘other’ (such as using departmental discretion, the complainant declining to press charges, or referral to a diversion program. **Target:** 43% or greater. **Near Target:** 40%.
9. **Persons with Criminal Warrants** – the number of persons with outstanding criminal warrants held by EPS. **Target:** 7,173 or less (a reduction from 2017 year-end levels). **Near Target:** 8,099 (5% above target).
10. **Execution of Criminal Warrants** – the number of criminal warrants that EPS has executed upon. **Target:** 31,562 or more (an increase from 2017 levels). **Near Target:** 29,983 (5% below target).



## Increased Efficiency & Effectiveness

### PATROL PERFORMANCE

11. **Response Time Performance** – the percentage of priority 1 events where the event is dispatched and police arrives on-scene in 7 minutes or less. Measure excludes moving vehicle events, most common with impaired driving calls. **Target:** 80% of the time or more. **Near Target:** n/a.
12. **Proactive Time** – the percentage of patrol's time that is dedicated to activities that aim to prevent crime or disorder occurring in the future. Examples include actions such as conducting probation checks on known prolific offenders, patrolling a known high crime hot-spot, attempting to locate an offender with outstanding criminal warrants. **Target:** 25% or greater. **Near Target:** n/a.
13. **Mental Health Hospital Wait Time** – the percentage of Form 10 Mental Health Act apprehension hospital events with police wait times of 90 minutes or less. **Target:** 80% or more. **Near Target:** 75%.
14. **Mental Health Hospital Visits** – the number of Form 10 Mental Health Act apprehension hospital events. **Target:** monitoring only.
15. **Mental Health Pre-Consulting** – the percentage of potential Form 10 apprehensions consulted upon with AHS-Urgent Services resources prior to apprehension. **Target:** 70% or more. **Near Target:** 65%.

### 911 POLICE COMMUNICATION PERFORMANCE

16. **911 Operator Answer Performance** – the percentage of the time that 911 calls are answered by EPS 911 Operators within 15 seconds. This includes emergency calls that are directed to other emergency providers, such as Fire or Ambulance. **Target:** 95% of the time. **Near Target:** n/a.
17. **911 Call Assessment Performance** – the percentage of the time that within 60 seconds, 9-1-1 Operators assess and transfer a 911 call to a Police Call Evaluator or secondary Public Safety Answering Point. **Target:** 95% of the time. **Near Target:** n/a.
18. **911 Call Evaluator ASA** – the average time for Police Call Evaluators to answer 911 police emergency calls, once transferred by a 9-1-1 Operator. **Target:** 10 seconds or less. **Near Target:** 15.
19. **Non-Emergency Calls ASA** – the average time for Police Call Evaluators to answer non-emergency calls. **Target:** 50 seconds or less. **Near Target:** 55 seconds.



## Commitment to Professionalism

### RECRUITMENT

20. **EPS Applicants** – the total number of EPS sworn-member applications submitted. **Target:** 425 or more (based on planned hiring needs of 85 sworn recruits for 2018). **Near Target:** 340.
21. **Female Applicants** – the percentage of EPS sworn applicants that are female. **Target:** 20% or more. **Near Target:** 15%
22. **Female Hires** – the percentage of EPS sworn hires that are female. **Target:** 25% or more. **Near Target:** 20%.
23. **Hires from Underrepresented Ethnic Communities** – the percentage of sworn hires that are from underrepresented ethnic communities. This is based on those who voluntarily identify as Aboriginal or as a visible minority. **Target:** 20% or more. **Near Target:** 15%.

### EMPLOYEE HEALTH

24. **Sworn Overtime** – the total overtime hours worked by sworn members This measure excludes overtime from Extra Duty events. **Target:** 83,200 hours or less (the equivalent of 40 FTEs working 2,080 hours per year). **Near Target:** 99,840 hours (the equivalent of 48 FTEs)
25. **Civilian Overtime** – the total overtime hours worked by civilian members, **Target:** 11,940 hours or less (the equivalent of 6 FTEs working 1,990 hours per year). **Near Target:** 14,925 hours per year (the equivalent of 7.5 FTEs)
26. **Sworn Absenteeism Rate** – the average hours per year sworn staff are absent from scheduled shifts due to medical reasons. **Target:** 60 hours or less (the equivalent of six 10 hour shifts). **Near Target:** 80 hours.
27. **Civilian Absenteeism Rate** – the hours civilian, per year, that staff are absent from scheduled shifts due to medical reasons. **Target:** 45 hours or less (the equivalent of six 7.5 hour shifts). **Near Target:** 60 hours.

### PUBLIC COMPLAINTS

28. **Public Complaint Investigation Speed** – the percentage of public complaint investigations completed within 6 months or less. **Target:** 50% or more. **Near Target:** 45%.
29. **Public Complaint Rate** – the number of received public complaints made against EPS conduct per 1,000 dispatch calls. **Target:** 1.5 public complaints per 1,000 dispatch calls. **Near Target:** 3.
30. **Police Misconduct** – the number of concluded complaint files against EPS where police misconduct was deemed to have occurred, per 100 sworn members. Police Misconduct is defined here as complaint files generated from the public or by EPS staff that was either sustained at a complaint hearing or sustained outside of a complaint hearing as what is referred to as a Minor Contravention (of Police Service Regulations). The number of sworn members is based on the previous year. **Target:** monitoring only for 2018.

# Strategic Initiatives

## Reduced Crime & Victimization

### 1. LEGALIZATION OF CANNABIS

In July 2018 the Government of Canada is expected to introduce new legislation to legalize cannabis. This new legislation will impact many areas of the Edmonton Police Service (EPS) in terms of our enforcement of the new legislation, the number of impaired driving offences as a result of the consumption of cannabis or its derivatives, and the ability of the EPS to effectively manage these issues with appropriate resources and internal and external messaging.

The EPS is mandated to ensure public safety is maintained in the City of Edmonton. This initiative will monitor the number of impaired driving offences - specifically related to cannabis or its' derivatives. This measure will also monitor and report on EPS activities aimed at training EPS members and educating the public in advance of the new legislation. Work in this realm will inform the City of Edmonton as it advocates for additional Federal funding for law enforcement to respond to emerging enforcement issues.

#### ACTIVITIES:

- Q1:** All frontline EPS members will receive training in advance of the new legislation anticipated in Q3. The training will consist of information and policy related to the new legislation, Occupational Health and Safety concerns, exhibit handling and Impaired Driving by Drug investigations.
- Ongoing tracking and measurement of Impaired Driving involving Cannabis as a basis for comparison once tentative legalization occurs in Q3.
- Q2:** Continued training for EPS members in advance of the new legislation.
- Initiation of a public education campaign, which will consist of information about what is permitted under the new legislative framework and Impaired Driving by Drugs. The campaign will be in partnership with other municipal and provincial agencies.
- Q3:** Public education campaign will continue.
- Q4:** Public education campaign will conclude unless specific issues related to cannabis legalization warrant a continuation.

#### PERFORMANCE MEASURES:

**Cannabis Impaired Driving** - the number of drug impaired driving incidents with the motivating factor identified as being cannabis or any derivative of cannabis. EPS has been tracking data for this since November 2017. **Target:** monitoring only.

Other comparative statistics will be reported such as trends in impaired driving by alcohol, drugs in general, criminal occurrences of possession, trafficking, and production of cannabis.

## Investigative Excellence

### 2. IMPLEMENTATION OF THE OPERATIONS AND INTELLIGENCE COMMAND CENTRE

A comprehensive review of the EPS intelligence environment was completed at the end of 2015, where it considered the structure and processes of the existing EPS Intelligence Model. Dozens of recommendations for change were informed based on the following principles:

1. The quality of intelligence is more important than the quantity.
2. Intelligence is the responsibility of all EPS members.
3. Units critical to the intelligence cycle should be aligned together.
4. Efficiencies can be created by leveraging technology.

A key finding in this review was that the EPS intelligence function needs to be available in more real-time and 24/7 in order to more effectively mitigate crime and disorder. Hence, 2018 will see the completion of a key recommendation to construct, staff, and initiate a real-time Operations and Intelligence Command Centre (OICC).

Primary responsibilities of the OICC include:

- Being a central point for collection, analysis, and dissemination of tactical intelligence to EPS and its partner agencies
- Accelerate criminal investigations by assisting in identifying and locating suspects at the earliest opportunity
- Respond and assist with emerging serious unfolding events by supporting the city-wide commanding Duty Officer
- Supporting front line investigations through the delivery of real-time actionable intelligence.

#### ACTIVITIES:

- Q1:** Identify and define personnel positions and roles for the OICC.
  - Commence project and working groups associated with the implementation of the OICC, business processes, and operational procedures.
  - Begin OICC construction.
- Q2:** Establish budgets, funding model and ongoing costs for the OICC for 2019 and beyond.
  - Develop training material for OICC members.
- Q3:** Select and hire OICC personnel.
  - Deliver OICC training to personnel.
- Q4:** Completion of OICC facility.
  - Develop training material for OICC members.



### 3. INTELLIGENCE PRODUCTION DIVISION DEVELOPMENT

A comprehensive review of the EPS intelligence environment was completed at the end of 2015, where it considered the structure and processes of the existing EPS Intelligence Model. Dozens of recommendations for change were informed based on the following principles:

- The quality of intelligence is more important than the quantity.
- Intelligence is the responsibility of all EPS members.
- Units critical to the intelligence cycle should be aligned together.
- Efficiencies can be created by leveraging technology.

A key finding in this review was that the EPS intelligence function was structurally aligned with dissimilar functional units. Across the organization, a separation existed between units responsible for critical elements of the intelligence cycle.

Hence, one of the key recommendations implemented in 2017 was the establishment of an Intelligence and Investigations Bureau, thus providing the intelligence function the profile, centralization, and authority it merits to drive intelligence for the organization. Now entering 2018, a major deliverable will be the development and formalization of the Intelligence Production Division (IPD) within the Intelligence Bureau. This division's role will be to manage the processes for data analysis, organizing information, and development of intelligence products.

#### ACTIVITIES:

**Q1:** Development of the Criminal Intelligence Co-ordination Unit to enhance operational intelligence.

- Hire critical IPD management positions.
- Centralize all IPD staff to South West Division.
- Begin transition from a decentralized Criminal Intelligence Analyst deployment model to a hybrid centralized/decentralized model.

**Q2:** Development of intelligence portfolios for Offenders, Criminal Networks, illegal/illicit Commodities/ Markets, and Crime Types.

- Development of a centralized offender identification model.
- Development and implementation of an enhanced intelligence sharing model with external partners.
- Development of programs and resources to manage existing intelligence software solutions (ARC GIS, Cognos BI, and iBase).

**Q3:** Increase organizational use of the Cognos BI system by:

- Creating statistical dashboards
- Reviewing, refining, and consolidating existing data extract reports
- Development and training in Cognos BI to relevant Criminal Intelligence Analysts

## Increased Efficiency & Effectiveness

### 4. IMPLEMENTATION OF MAJOR CAPITAL INVESTMENTS

Capital infrastructure is one of the core pillars that supports and enables the Edmonton Police Service to achieve its mandate for effective policing. As Edmonton grows, the EPS recognizes the need for new facilities, infrastructure and work environments to ensure policing has the tools, equipment and physical assets it needs to meet public expectations for service and service performance levels. The most important and significant 2018 EPS capital projects are:

*North West Campus* – a multi-function building to serve the needs of Detainee Management, Information Management Approval Centre, Northwest Division and the EPS Training Centre.

*Firearms Facilities* – an Indoor Range adjacent to the North West Campus that will include a Tactical Training House and four additional firing lanes to the existing William Nixon Training Centre

*Digital Asset Management System (DAMS)* – an enterprise data management system and protocol to organize unstructured data to assist in efficient storage and retrieval of information.

*Alberta First Responders Radio Communications System (AFRRCS)* – the upcoming provincial interconnected first responders' radio network, to be extended in Edmonton to all current users of the existing City of Edmonton radio network system. The provincial radio network shall align to life critical requirements and ensure the safety of officers, and the safety security of the public.

These capital projects are at various stages of implementation, and will be completed within the next four years. This strategic initiative intends to provide ongoing updates to the EPC and EPS on the progress made to implement and operationalize this infrastructure.

#### ACTIVITIES:

##### North West Campus

**Q1-Q3:** Ongoing construction of the campus facility through to completion

**Q4 2018 to Q2 2019:** Start and completion of campus facility with installation of equipment, technology, and furnishings

**Q2 2019:** Estimated occupancy of the campus

**Q3 2019:** Estimated completion of the North West Campus project

##### Firearms Facility

**Q2:** Secure official funding for the Firearms Facility in the 2019-2022 Capital Budget Cycle

**Q4:** Completion of the Firearms Facility Schematic Design

**Q4 2022:** Estimated completion of construction and fitting up of the Firearms Facility

## ACTIVITIES:

### Digital Asset Management System

**Q1:** Install and configure software in a development environment that will enable core enterprise configurations and security settings to be developed and tested.

- Migrate all EPROS related applications and services to corporate Active Directory based log on security.

**Q2:** Deliver first configured offerings to identified business units for testing and acceptance.

- Develop training materials jointly with business units.
- Begin migration of pdf documents and media to new system .

**Q3:** Work with IMAC to develop new disclosure process for media on new system.

**Q4:** Install, configure, test, and train Crime Analyst end users on searching.

### Provincial Radio Network

**Q1:** Monitor Dispatch and Air one operations on AFRRCS for defects.

- Prepare radio migration cutover plan to AFRRCS
- Initiate radio (portable, mobile, and base stations) cutover of to a patrol division pilot group

**Q2:** Complete cutover of radios

- Complete implementation of audio recording system for radios.
- Complete extended coverage award and contract.
- Complete interoperability MOU's and radio communications policies.

**Q3:** Complete existing radio network fallback re-configuration.

- Finalize support model

**Q4:** Complete extended coverage implementation.

- Complete turn down of transition environment.
- Review decommissioning of old radio network

## Commitment to Professionalism

### 5. CIVILIANIZATION OF DISPATCH: DISPATCH TRAINING DEVELOPMENT

In 2014 the Edmonton Police Service, the City of Edmonton, and CSU52 agreed that the position of Police Dispatcher should be a civilian role rather than a police position. Moving to civilian dispatch allows police dispatch resources to be redeployed to other policing positions within EPS and will enable greater staffing flexibility with Police Communications Branch (PCB) to respond to emerging staffing situations.

Over the last year PCB has been developing a staffing and transition plan that aligns with the overall staffing and growth plans of the service and in the spring of 2018 will officially begin the transition by training its first set of existing Emergency Communication Officers as Police Dispatchers.

To facilitate this process PCB must develop a comprehensive civilian dispatch training module to ensure that all new dispatchers are capable and confident to dispatch for EPS once their training is complete. The training program will consist of classroom and practical training, a Dispatch Training Officer (DTO) program (functioning similar to the existing sworn member Patrol Training Officer program) and a robust quality assurance and performance management program. All three of these initiatives are included in the overall Civilian Dispatch Training program.

Once developed the training module will be piloted with an experienced group of ECOs who will also provide feedback on the training so that improvement or adjustments can be made for the next class. Full civilianization of dispatch functions is expected to take several years, during which time EPS will hire and train several new civilian employees with their existing Evaluation Training module and the new Dispatch Training module.

#### ACTIVITIES:

- Q1:** Finalize the development of the Dispatch Training Officer (DTO) program and train between 8 and 16 existing dispatchers to be DTOs.
  - Finalize the development of the initial Civilian Dispatch Training module in preparation for a Q2 pilot.
- Q2:** Deliver the pilot Civilian Dispatch Training module to a select group of experienced ECOs. These initial ECOs will provide their feedback throughout and after the training to assist the Training Section to develop a relevant training module. .
- Q3:** Update and enhance the Civilian Dispatch Training module based on feedback and experience.
- Q4:** Deliver first full class of finalized Civilian Dispatch Training module. It is expected that the training module will experience continuous process improvement as it is delivered over the next several years.

## 6. PEOPLE PLAN

The EPS recognizes that people are its most important asset. At the same time, we recognize the challenge we face to attract and retain sufficient numbers of high-caliber sworn and civilian members, optimizing employee engagement, ensuring robust succession planning with an aging workforce, supporting training and development and ensuring that our staff reflect the diverse communities of Edmonton. As such, the EPS is launching the 2018-2022 People Plan to guide and align organizational programs and processes to attract, retain the best talent and to create environments where people can contribute the most.

The People Plan will be organized around three priorities:

*Workforce Sustainability* – effective recruitment and proactive succession planning to ensure EPS can attract and retain a qualified workforce, and ensure business continuity.

*Organizational Excellence* – maintaining standards of excellence in policing depends on having a systematic approach to continuously identify and develop the competencies needed to perform operational tasks, and allocate roles to the most appropriate business units and individuals.

*Creating the Conditions for Employee Success* – demographic change, civilianization, and emerging knowledge in areas such as mental health drive the need to proactively foster the conditions for employee success.

Each priority will include goals, objectives, and metrics. In 2018, the People Strategy will primarily focus on Organizational Excellence and specifically the new HR Competency Based Model.

### ACTIVITIES:

**Q1:** Integrate Competency model core competencies in the yearly performance appraisals of all EPS employees

- Completion of a Technology Investment Request (TIR) for a new Human Resources Information Management (HRIM) software system. This will assess the priority to implement a core HRIM system that will provide analytics, time scheduling, e-learning, and personnel competency management.
- Integrate Competency Model core competencies in the sworn member promotion process.

**Q2:** Integrate Competency Model core competencies in the recruit training program.

- Finalization of developed Competency Model Job Family competencies. This will identify related jobs across the organization and standardize the competencies required to perform and excel in these job families.